

# Syracuse University

## Recap of the Development of the Responsibility Center Management (RCM) System

- Spring 2004                      A committee reporting to the Vice Chancellor begins discussing RCM.
- Summer 2004                     A study team of eight faculty, deans and administrators make site visits to three universities that use RCM.
- Summer 2004                     Chancellor Cantor joins Syracuse University – with experience using RCM at Michigan and Illinois.
- Fall 2004                         The initial study team recommends that Syracuse adopt RCM.
- November 2004                 L. Marcoccia and D. Freund appoint a 26-member RCM Task Force, charged with developing an RCM system and implementation strategy for Syracuse. Expected report date – June 2005.
- February 2005                    Communication to campus community begins with an article in the Record.
- Additional communications during academic year 2004-05: the chair of the RCM Task Force conducts informational sessions with the Vice Chancellor’s Deans Cabinet (three meetings), the Board of Trustees Academic Affairs Committee, the Board of Trustees Budget Committee, the Academic Affairs Committee of the University Senate, the Budget and Fiscal Affairs Committee of the University Senate, the Student Affairs and Undergraduate Studies Senior Directors, and the Syracuse University Department Chairs; and the Director of Budget and Planning conducts an informational session with the Business, Finance and Administrative Services management group.

- March 2005                      The chair of the RCM Task Force and the chair of the Senate Committee on Budget and Fiscal Affairs conduct three campus town meetings. These are in addition to RCM meetings held with targeted audiences as noted above.
- April 2005                      The Senate Committee on Budget and Fiscal Affairs reports to the University Senate its endorsement in principle of the change from the current budgeting system to RCM effective for FY 2006-07.
- Mar-June 2005                 Budget Office, having received preliminary RCM parameters from the Task Force, constructs the necessary databases and reporting infrastructure.
- June 2005                      Chancellor Cantor receives the report of the RCM Task Force, which recommend adopting RCM and recommends a set of revenue and expenditure allocation parameters.
- July/Aug 2005                 Budget Office produces the inaugural set of RCM reports for the Responsibility Centers.
- (In FY 2005-06, responsibility centers will receive budgets in both the current format and RCM format – thereby building a base of information on which to formally adopt RCM in 2006-07.)
- August 2005                    Staff from the Office of Budget and Planning and the Office of Academic Affairs, as well as the chair of the RCM Task Force, conduct several RCM training sessions for managers of academic and nonacademic units.
- August 2005                    A new *RCM Committee* is established, with chair and vice-chair D. Freund and L. Marcoccia. A primary role of this committee is to conduct annual meetings with deans and cabinet-level administrators to gather information concerning their budgets and plans for advancing goals.